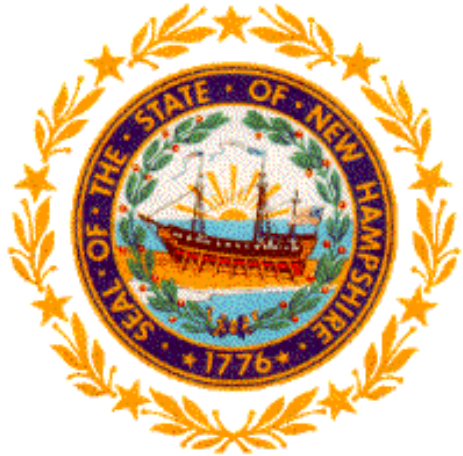

State of New Hampshire
Statewide Coordination of Community Transportation Services

Software Selection and Implementation Project

Project Charter

May 8, 2009
Version 1

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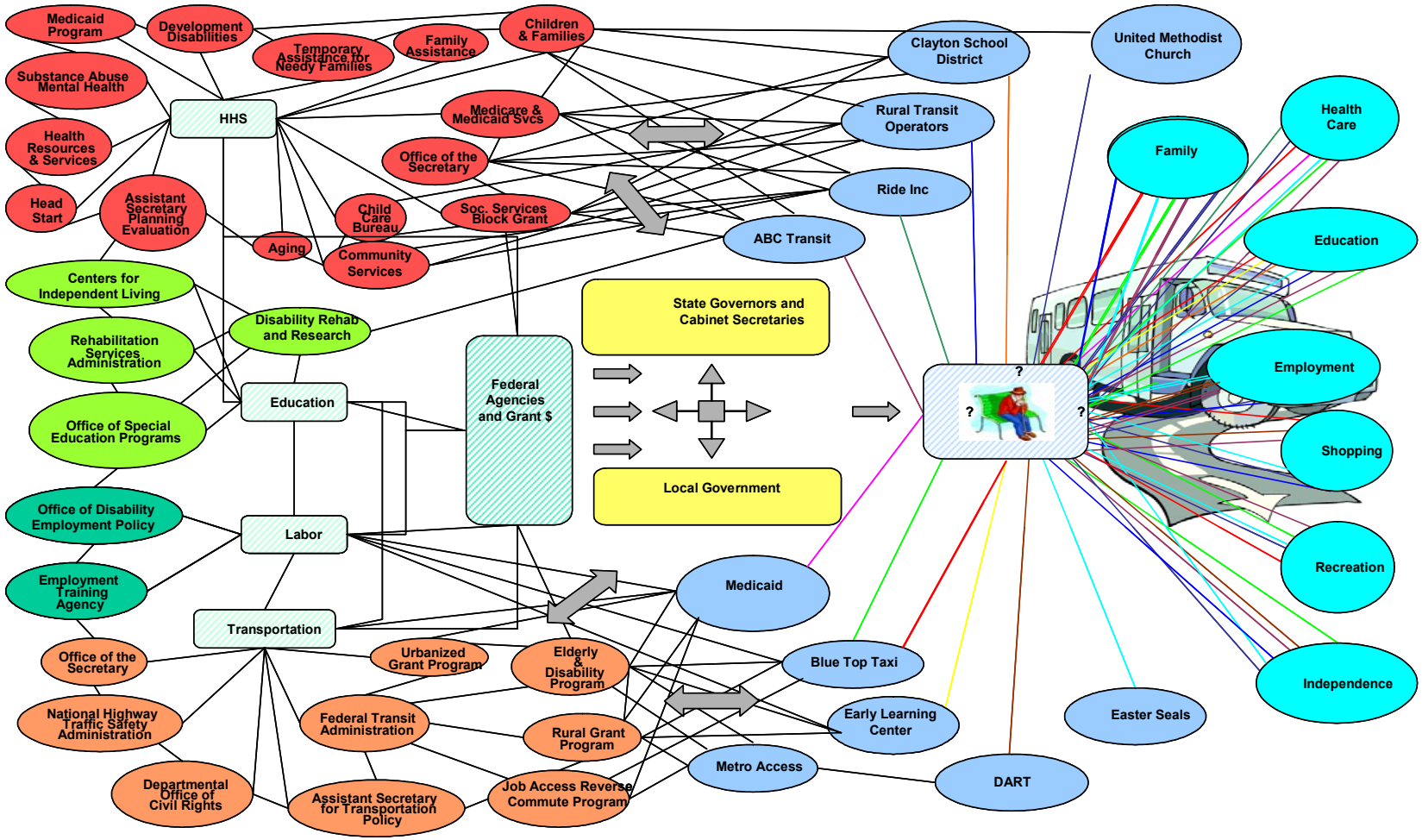
Introduction

Problem Statement

New Hampshire's community transportation system is a confusing web of diverse citizen transportation needs, several (but not necessarily compatible) transportation services, funded by multiple government programs through a complex maze of rules and regulations.



NH Coordinated Community Transportation Service

In July 2007, Governor John Lynch signed a legislation (RSA 239-B) to establish a more efficient and effective statewide transportation system. He commissioned a State Coordinating Council (SCC) to oversee the implementation of **Statewide Coordinated Community Transportation Services (SCCTS)** for the citizens of New Hampshire.

VISION STATEMENT

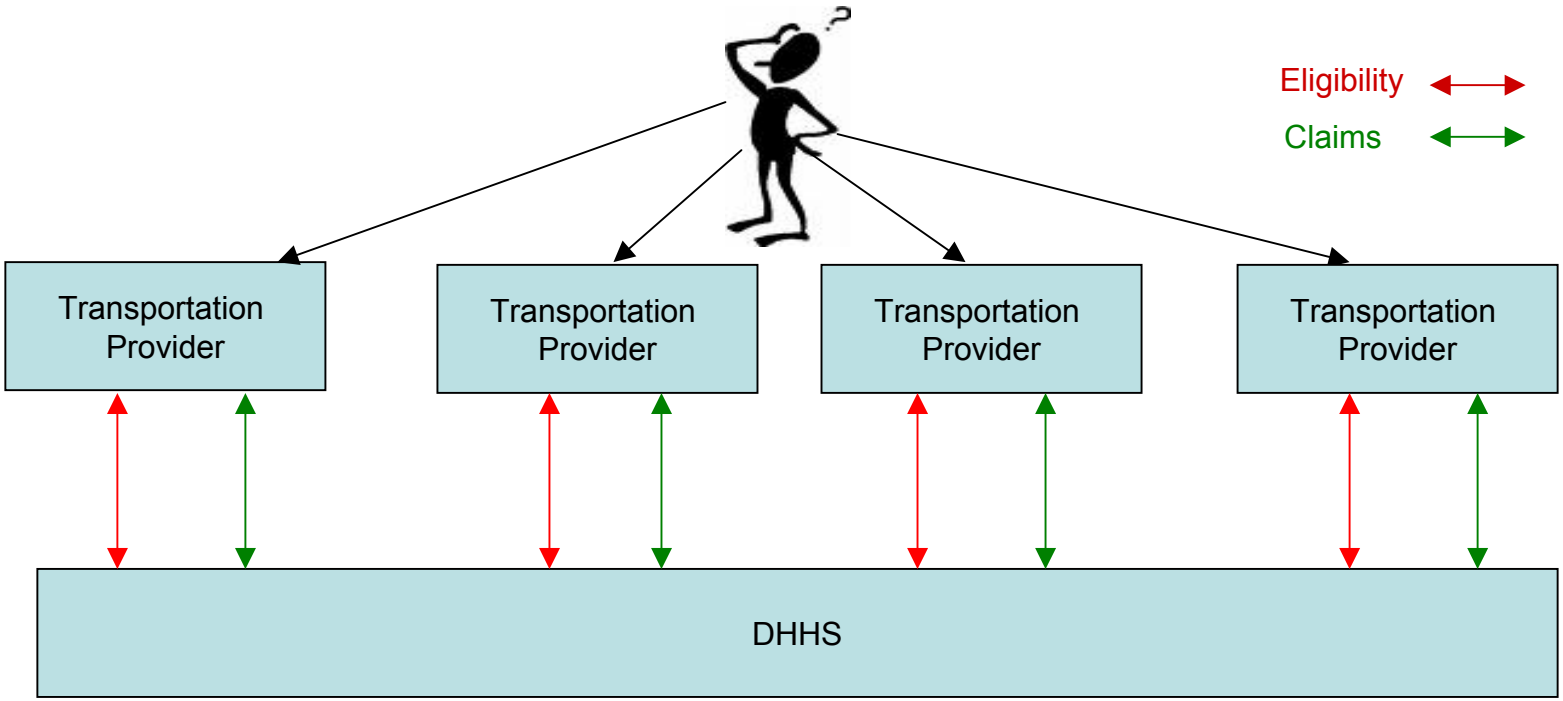
A sustainable transportation system that will enhance the quality of life for New Hampshire residents.

MISSION STATEMENT

To increase the accessibility, availability and efficiency of transportation services through coordination and expanded service coverage.

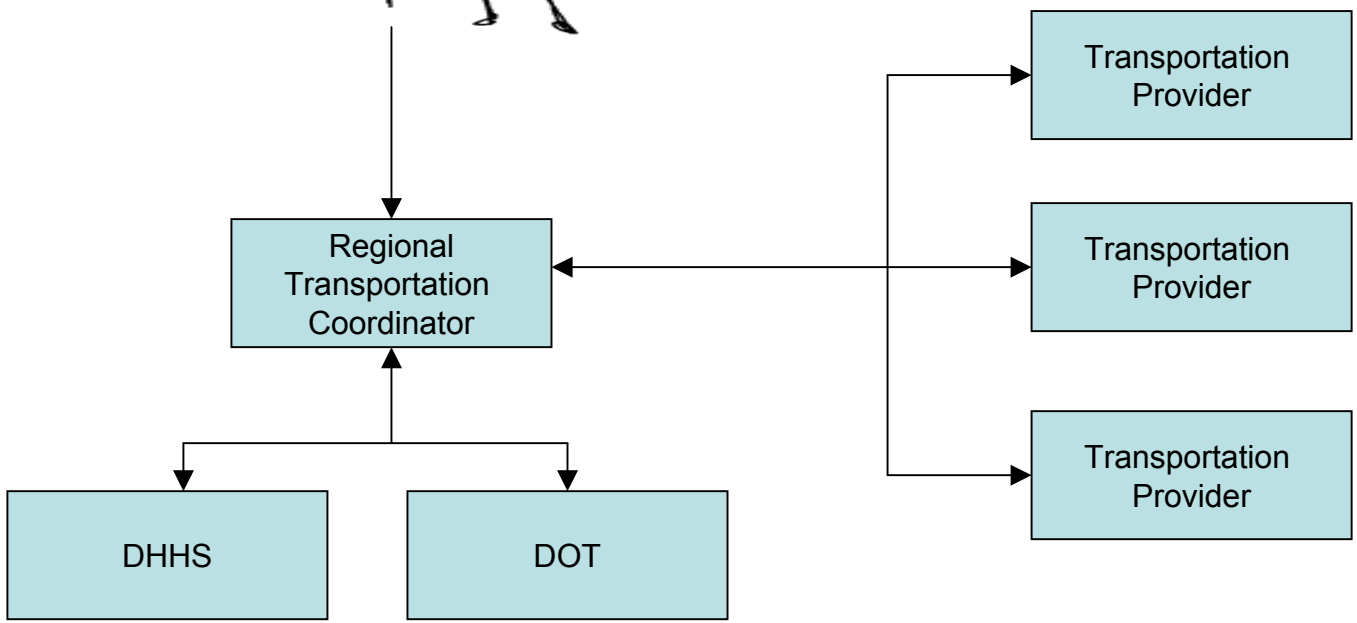
Current State of Human Service Transportation

Citizens are uncertain and confused about the availability of transportation services to meet their needs – getting where they need to go, such as to their job, obtain healthcare, education and adult daycare, as well as activities that foster independence such as shopping and recreation. The process for eligibility determination, claims processing, and data management can be just as confusing to stakeholders.

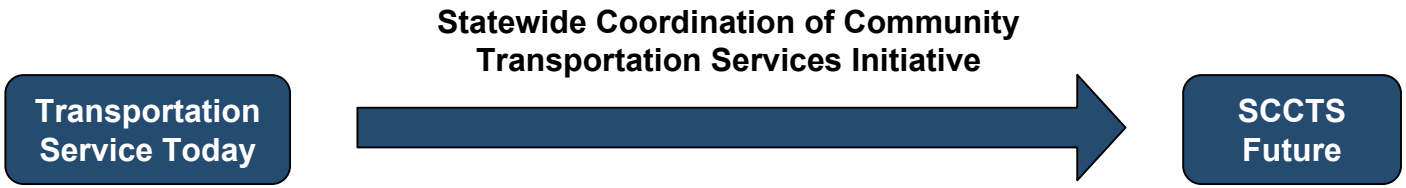


Future State of Human Service Transportation

Citizens will be able to use a single point of contact (via 800 phone number or web portal) to have a Regional Transportation Coordinator (RTC) broker trips by finding the most appropriate, cost efficient ride. The RTC will also coordinate trips with area providers to increase ridership in vehicles. This system will also be more straightforward and efficient for stakeholders as the RTC will be responsible for eligibility determinations, billing and payments to providers.



Today and the Future



Characteristics of Current Transportation Service

Caller needs to determine which transportation provider to call

Transportation providers may or may not call DHHS to determine eligibility prior to providing ride

Lack of coordination resulting in redundant trips

Providers need to fill out complex forms for payments

DHHS receives payment requests from numerous providers

Payment requests submitted for an ineligible caller are denied after the ride was provided

Insufficient automation for quality management

Low degree of computer automation

Characteristics of Future Transportation Service

Caller will call one standard location

Eligibility will be determined prior to providing ride

Coordinated transportation

Economies of scale with ridesharing

DHHS will receive payment requests only from Transportation Coordinators and not individual Transportation Providers

Consistently high client satisfaction

Efficient and effective auditing

Efficient and effective complaint management

Increased accessibility and availability

High degree of computer automation

NH Coordinated Community Transportation Strategy

Adopt a customer-driven approach and achieve significant improvement in the provision of transportation services for NH citizens with a rigorous focus on achieving increased efficiency, personal mobility and freedom

Regional Transportation Coordinator

Ride Assignment | Cost Allocation | Billing

Transportation Provider | Transportation Provider | Transportation Provider

Medicaid

NHEP

5310

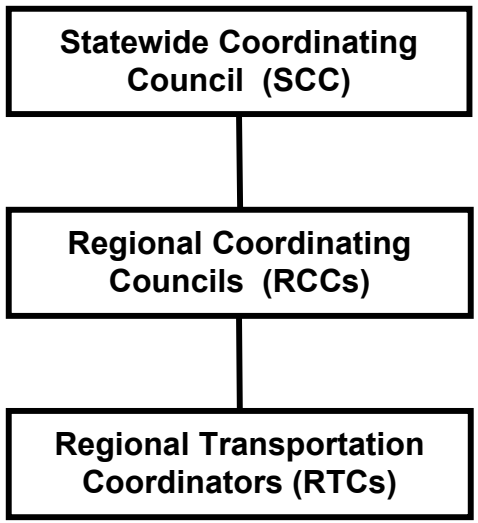
Title III (b)

DHHS (MMIS, NHgts)

DOT (FTA, NTD)

Coordinated Services - Organization and Governance

A State Coordinating Council (SCC) was created to design and implement coordinated community transportation services. This council will also establish Regional Coordination Councils (RCCs) that would act as advisory committees for the respective regions. The SCC will also assist with the selection of Regional Transportation Coordinators (RTCs) who will broker community transportation for their region.



The SCC is comprised of representatives from
- State Agencies: DHHS, DOT, DOE, GCD
- NHTA/RPC Philanthropic Entities
- Governor & Council Appointments

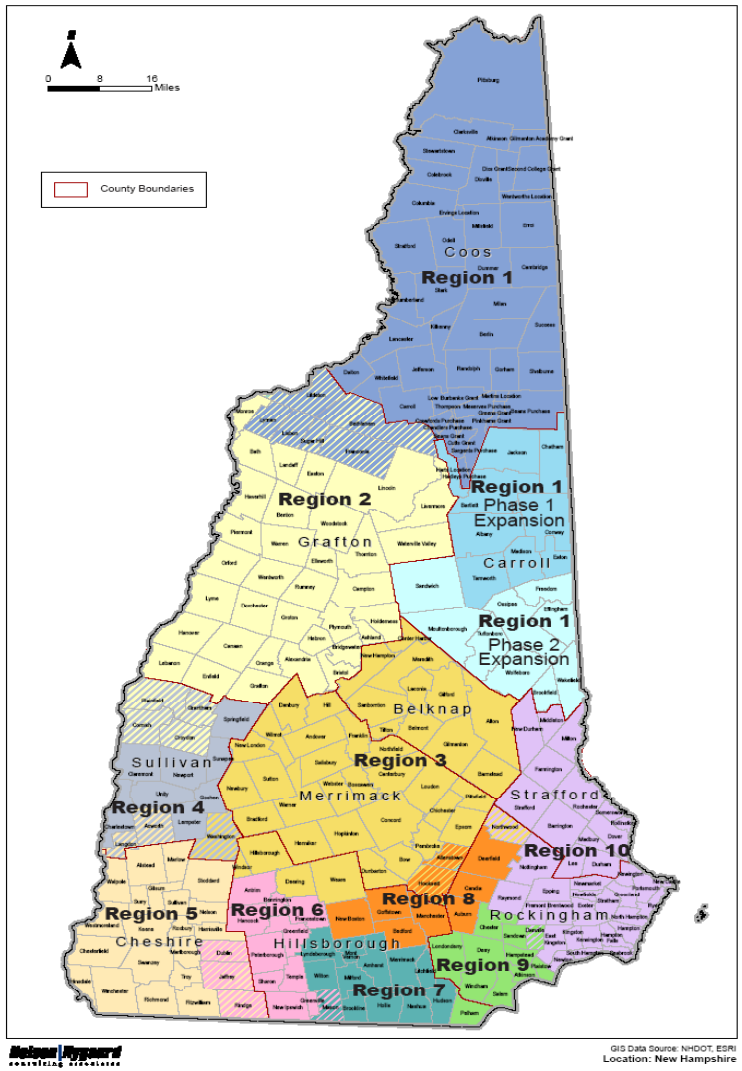
Regional Transportation Boundaries

Regions are being defined based on hospital catchment areas, location of transportation providers and transportation provider funding relationships.

The SCC approves any changes.

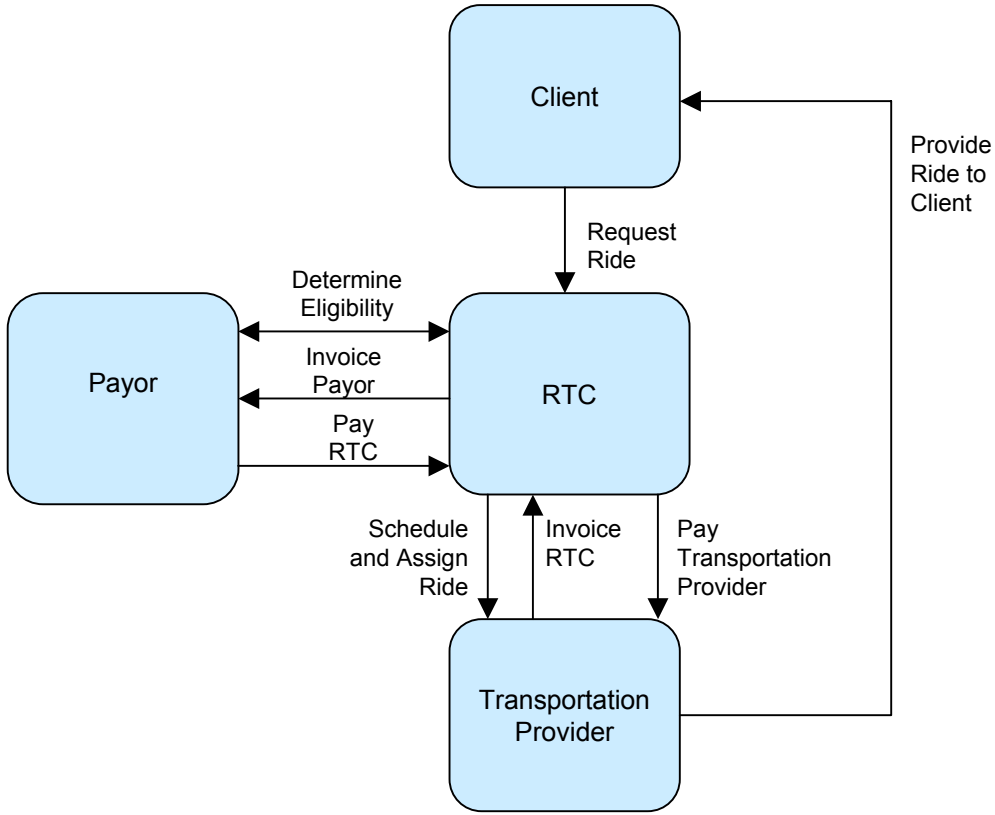
The RTC handles reservations for residents in their region, regardless of their final destination.

Figure 2-3 New Hampshire Regional Coordination Council Regions



Coordinated Services – Common Business Architecture

A common Business Architecture governs the SCCTS across all Regions. The primary entities include Clients, RTCs, Transportation Providers and Payors (Funding Sources). The primary Business Processes include Request Ride, Determine Eligibility, Schedule and Assign Ride, Provide Ride to Client, Invoice RTC, Pay Transportation Provider, Invoice Payor and Pay RTC.



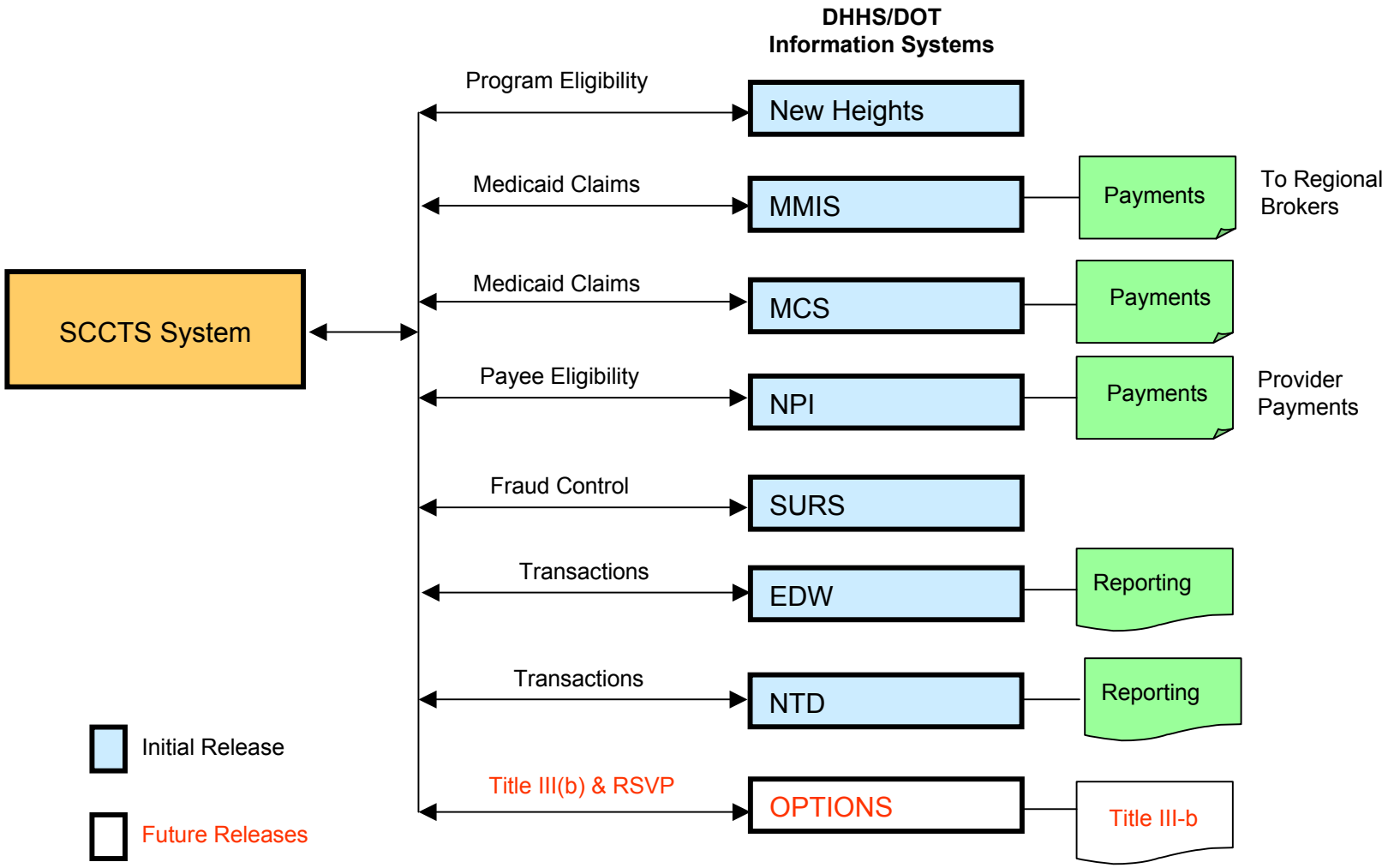
Phased Implementation

- Initial Release
  - Expected focus on Medicaid funded (1) non-emergency medical and (2) adult medical day care transportation AND NHEP-related transportation for Concord District Office pilot
  - May include other funding sources, such as DOT FTA 5310 purchase of service

- Future Releases
  - May include transportation associated with other Federal and State sponsored programs
    - Title III-b
    - Other DHHS programs
  - May include Private and Local funded transportation
  - May include rider paid (self-pay) transportation
  - Intended to become a framework for all New Hampshire community transportation

System Integration Architecture

A cost effective solution will require several system interfaces with DHHS and DOT systems. Interfaces will vary in complexity and technique (file transfer, real-time messaging, etc.)



Purpose, Scope and Objectives

Purpose and Scope

- Purpose
  - The purpose of the project is to select and implement an information system to support New Hampshire's new Statewide Coordinated Community Transportation Service (SCCTS).

- Scope
  - The functions to be supported by the NH SCCTS information system include:
    - Call Center – intake ride requests
    - Eligibility Determination – determine eligibility at time of ride request and date of service
    - Cost Allocation – optimal allocation/distribution of funding for ride
    - Ride Assignment – determine most cost effective and appropriate mode of transportation
    - Complaint Management – manage client and transportation provider complaints
    - Billing – create claims/invoices to and process payments from funding sources
    - Payments – process invoices from transportation providers and make payments
    - Data Collection – collect and maintain data for stakeholders, such as funding sources, transportation providers, elected officials, advocates and consumers
    - Reporting – streamline federal and state reporting requirements; standard and ad hoc reporting; provide key measures and performance metrics / reporting
    - *Note: Inclusion of Ride Dispatching, Scheduling and Monitoring may be within scope; to be determined*
  - Project includes SELECTION of a software solution and its IMPLEMENTATION.
  - Project will deliver a centralized, web-based information system which is ADA compliant.

Objectives

- Project Objectives
  - Select software solution which best satisfies requirements and configure / customize it to meet needs at optimal cost.
  - Select software solution which is scalable and flexible to satisfy future needs.
  - Implement an information system efficiently and in a timely manner.
  - Include all stakeholders in the selection and implementation efforts.
  - Utilize knowledge from other states' similar efforts, industry best practices and RFI/RFP research conducted.

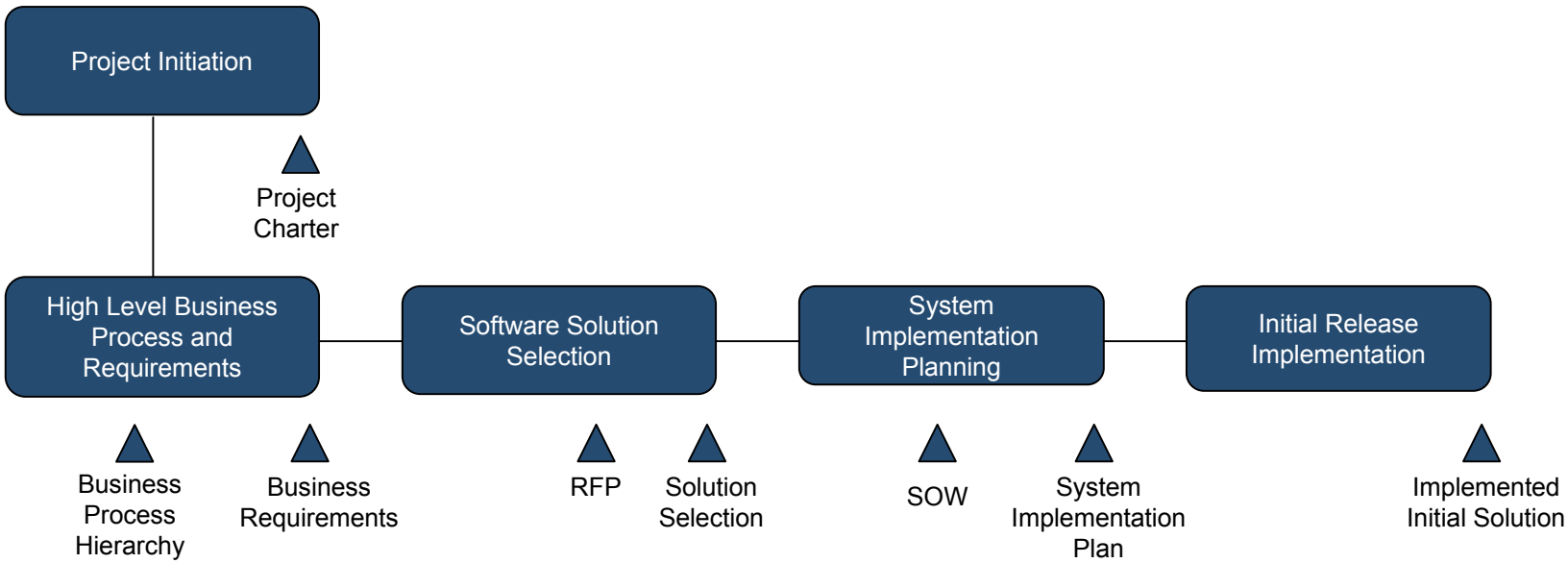
- Outcome Objectives
  - Convenient, cost effective transportation for eligible riders
  - Dependable, comfortable, family-friendly, convenient and safe client experience
  - Accurate eligibility determination
  - Accurate funding source billing
  - Timely and accurate payment to providers
  - Lower cost of service (cost per ride)
  - More effective and efficient management reporting

High Level Approach

High Level Approach

A five-phased approach will be performed.

The **Project Initiation** phase creates a *Project Charter* that clearly documents the purpose, scope, objectives, approach and deliverables of the project. The next phase defines the **High Level Business Process and Requirements**. The third phase performs a **Software Solution Selection** through an *RFP* process. The fourth phase conducts a **System Implementation Planning** effort by creating a contractual *Statement of Work (SOW)* with the Solution Provider (Vendor) and a detail *System Implementation Plan*. The final phase executes an **Initial Release Implementation.** It is expected that the system will continue to expand, evolve and improve over time.



Mid Level Approach and Deliverables

Guiding Principles

- Be inclusive, not exclusive; solicit participation from all stakeholder groups.
- Consider long term, sustainable and scalable solution while focusing on rapid deployment of Phase 1.

Project Initiation

- Approach
  - Draft Business Architecture
  - Define project's Purpose, Scope and Objectives.
  - Define project's Approach and Deliverables.
  - Identify Stakeholders.
  - Define project's Governance, Team and Staffing Levels.
  - Outline project's general Timeline.
  - Identify an initial set of project Critical Success Factors, Risks and Assumptions.
  - Indentify Sources for Requirements (RFI, other states' RFPs, etc.).
  - Establish Project Repository / Collaboration Environment (eStudio).
  - Create a Project Charter.
  - Obtain approval of Project Charter.

- Deliverables
  - Project Repository / Collaboration Environment [eStudio]
  - Project Charter [ppt]
  - Project Roles and Responsibilities [xls]

High Level Business Processes and Requirements

- Approach
  - Conduct Project Kickoff.
  - Understand Current State.
  - Identify Current State Issues and Opportunities.
  - Document Key Business Assumptions.
  - Evolve Business Architecture.
  - Create Business Process Hierarchy showing High Level Business Processes within scope.
  - Obtain approval of Business Process Hierarchy
  - Draft Business Requirements.
  - Outline Needed Policy and Process Changes.
  - Finalize Business Requirements.
  - Update System Integration Architecture.
  - Identify Plan Amendments and Other Mandated Documents.
  - Obtain approval of Business Requirements.

High Level Business Processes and Requirements (continued)

- Deliverables:
  - Project Kickoff Presentation [ppt]
  - High Level Current State Summary [ppt]
  - Current State Issues and Opportunities [xls]
  - Key Business Assumptions [doc]
  - Business Architecture (updated) [ppt]
  - Business Process Hierarchy [ppt]
  - Business Requirements - Draft [xls]
  - List of Required Policy and Process Changes [doc]
  - System Integration Architecture (updated) [ppt]
  - Summary of Plan Amendments and Other Mandated Documents [doc]
  - Business Requirements - Final [xls]

Software Solution Selection

- Approach
  - Identify Solution Providers.
  - Evaluate Internal Solutions.
    - E.g., Transportation Management Center
  - Create RFP.
  - Obtain approval of RFP and offer to Solution Providers.
  - Present to Solution Providers.
  - Evaluate Solution Provider Proposals.
    - Answer Solution Provider Questions
    - Conduct Vendor's Conference
    - Conduct Oral Presentations
    - Review Proposals
  - Select Short List of Solution Providers.
  - Visit Short List Implementations.
  - Select Software Solution Provider.

Software Solution Selection (continued)

- Deliverables:
  - List of Solution Providers [doc]
  - RFP [doc]
  - Solution Provider Q&A [xls]
  - Vendor Conference Presentation [ppt]
  - Proposals (from Solution Providers) [doc]
  - Short List of Solution Providers [doc]
  - Short List Visit Summaries [doc]
  - Notice of Selection [doc]

System Implementation Planning

- Approach
  - Clarify Requirements.
  - Identify and Document Gaps.
  - Create Solution Provider Contract including Statement of Work (SOW).
  - Approve Contract.
  - Define System Implementation Strategy.
  - Create System Implementation Plan.
  - Obtain approval of System Implementation Plan.

- Deliverables:
  - Business Requirements (updated) {xls}
  - System Requirements (updated) [xls}
  - Solution Provider Contract [doc]
  - System Implementation Strategy [ppt]
  - System Implementation Plan [mpp]

Initial Release Implementation

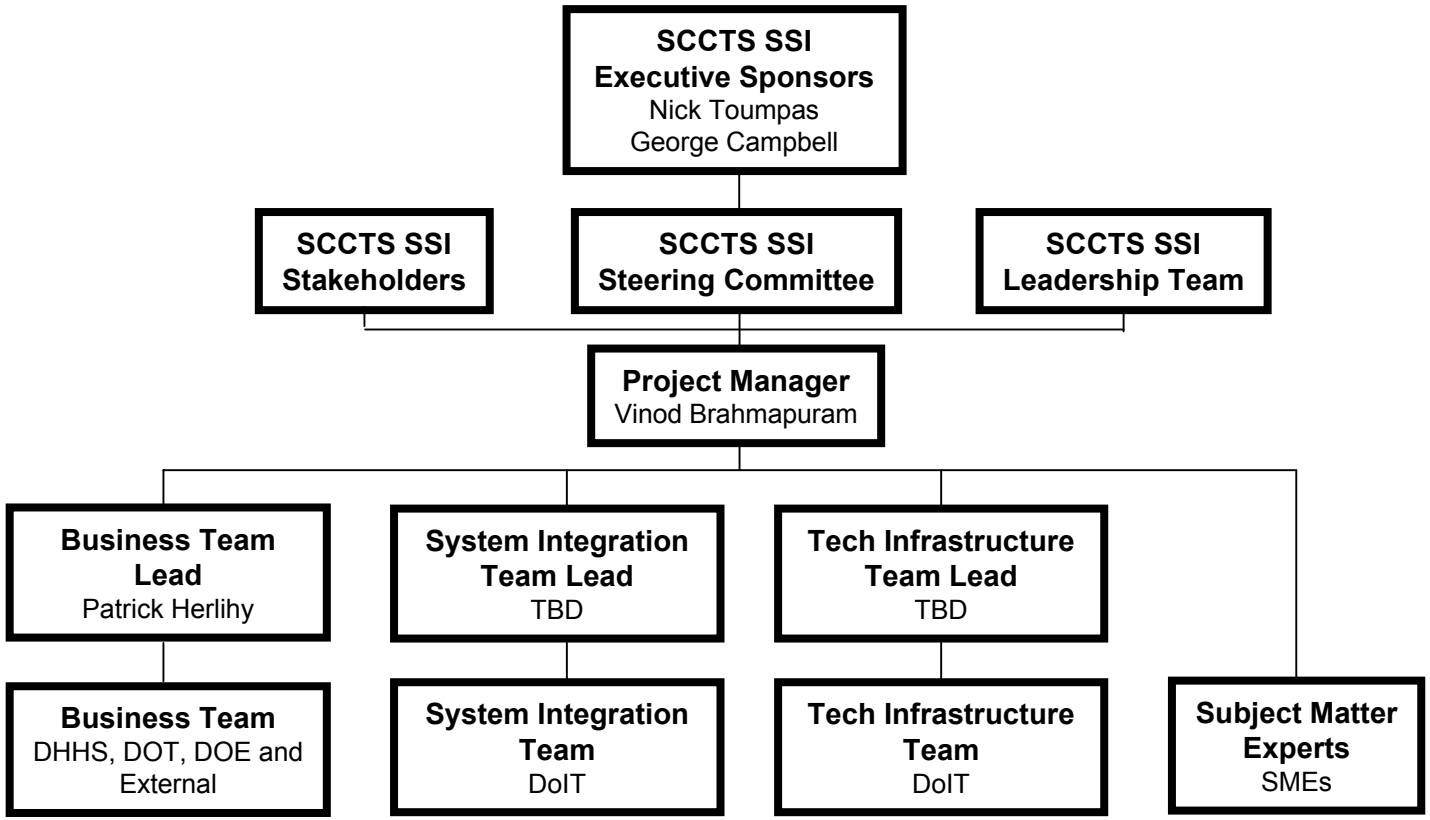
- Approach
  - Install Out-of-the-Box Software.
    - Create Environments: Sandbox, Development, etc.
  - Configure and Customize Software.
  - Define Work Processes.
  - Create User Acceptance Test (UAT) Strategy and Plan.
  - Perform User Acceptance Testing (UAT).
  - Create Memorandums of Understanding (MOU).
  - Create Plan Amendments and Other Mandated Documents.
  - Obtain approval of Plan Amendments and Other Mandated Documents.
  - Prepare for Training.
    - User Manuals, How To Guides, Quick Reference Guides, FAQs
  - Load Reference (Master Files, List of Values, etc.) and Configuration Data.
  - Train Users.
  - Define Post Cutover Governance and Support Model.
  - Update Reference and Configuration Data.
  - Prepare for Cutover.
  - Cutover to New System.

Initial Release Implementation (continued)

- Deliverables:
  - Installed Software [exe]
  - Configured and Customized Software [exe]
  - Work Process Maps and Narratives [ppt]
  - UAT Strategy [doc]
  - UAT Plan [doc]
  - Technical Assistance Request (TAR) Log [xls]
  - Memorandums of Understanding [doc]
  - Plan Amendments and Other Mandated Documents [varies]
  - User Documentation
    - User Manuals [doc]
    - How To Guides [doc]
    - Quick Reference Guides [doc]
    - FAQs [xls]
  - Post Cutover Governance and Support Model [doc]

Governance and Team

Project Governance – Organization Chart



Project Governance – Team Membership

- Executive Sponsors
  - Nick Toumpas, Commissioner of DHHS
  - George Campbell, Commissioner of DOT
- Steering Committee
  - Sonke Dornblut, SCC Co-Chair
  - Kelly Clark, SCC Co-Chair
  - Bill Finn, SCC Member
  - Ken Hazeltine, SCC member
  - Jeanne Ryer, SCC Member
- Leadership Team
  - Bill Baggeroer (Project Director – LT Chair), DHHS IT
  - Vinod Brahmapuram (Project Manager), DHHS IT
  - Patrick Herlihy, DHHS Business
  - Kit Morgan, DOT Business

Project Governance – Team Membership (continued)

- Stakeholders – leadership from the following organizations
  - Statewide Coordinating Council (SCC)
  - Regional Coordinating Councils (RCCs)
  - Regional Transportation Coordinators (RTCs)
  - Transportation Providers – e.g. NH Transit Association (NHTA)
  - Governor's Commission on Disability
  - Clients / Client Advocacy Groups – e.g. Medicaid Consumer Advisor Committee (MCAC)
  - NH Department of Health and Human Services
    - *Office of Medicaid Business and Policy (OMBP) - Katie Dunn
    - *Division of Family Assistance (DFA) - Terry Smith
    - *Bureau of Welfare to Work (NHEP) – Mark Jewell
    - *Bureau of Elderly and Adult Services (BEAS) - Kathleen Otte
    - *Bureau of Behavioral Health (BBH) - Erik Riera
    - *Bureau of Developmental Services (BDS) - Mathew Ertas
  - NH Department of Transportation
    - *Deputy Commissioner - Chris Clement
    - *Division of Aeronautics, Rail and Transit - Jack Ferns
  - NH Department of Education
    - Vocational Rehabilitation – Janet Zeller

* Key Stakeholders

Project Governance – Team Membership (continued)

- Business Team and Subject Matter Experts (SMEs)
  - Membership decided by Leadership Team and Stakeholders
- System Integration and Technical Infrastructure Teams
  - Membership determined by Leadership Team and DoIT leadership

Project Governance – Teams and Primary Responsibilities

- Executive Sponsors
  - Are the highest decision making authority for the project
  - Receive periodic updates from Leadership Team members
  - Provide overall direction and guidance
  - Support Project Team as needed
- Steering Committee
  - Reports to the project's Executive Sponsors
  - Oversees the work performed within this project
  - Receives report of progress during bi-weekly Steering Committee meeting
  - Is appraised of and addresses the project's critical needs, risks and issues
  - Defines and approves changes to project scope
  - Accepts / rejects all key decisions and deliverables
  - Eliminates roadblocks elevated by Project Manager or Leadership Team
  - Provides project direction and guidance

Project Governance – Teams and Primary Responsibilities (continued)

- Leadership Team
  - Plans and directs the work performed within this project
  - Appoints, directs and supports the Project Manager and Team Leads
  - Addresses and resolves project's needs, risks and issues; escalates to Steering Committee and Executive Sponsors
  - Is the "project process" decision making authority within project
  - Creates many of the deliverables
  - Approves all decisions and deliverables; promotes key decisions and deliverables to Steering Committee and Key Stakeholders for approval
  - Eliminates roadblocks encountered by Project Team / drives project to success
- Stakeholders
  - The stakeholders are the groups/organizations which are impacted by, or can impact, the outcomes of the project
  - Includes users and others associated with the funding, use and operation of the system
  - Oversee their interests in the project
  - Appoint representatives to serve on Business Team
  - Key Stakeholders approve/reject decisions and deliverables

Project Governance – Teams and Primary Responsibilities (continued)

- Project Manager
  - Responsible for coordinating and integrating work of all tracks and teams
  - Overall responsibility for quality and timeliness of deliverables, status reporting, risk and issue management
  - Presents status, risks, issues, etc. to Leadership Team
  - Responsible for project plan, schedule, quality and timeliness of deliverables, status reporting, risk and issue management
  - Runs project team meetings with team leads
- Business Team
  - Represents business stakeholders
  - Creates some deliverables
  - Defines and approves business functional and non-functional requirements
  - Performs user acceptance testing
  - Accepts system as meeting requirements and ready for use
  - Supports system user training
  - Defines related business processes
  - Implements related business processes

Project Governance – Teams and Primary Responsibilities (continued)

- System Integration Team
  - Designs, builds, tests, delivers and supports system interfaces between SCCTS system and other systems
  - Defines non-functional system requirements related to application software
- Technical Infrastructure Team
  - Designs, builds, tests, delivers and supports technical infrastructure to support the SCCTS System
  - Defines non-functional system requirements related to technical infrastructure
  - Reviews and evaluates SCCTS system's technical architecture
- Subject Matter Experts (SMEs)
  - Offer expertise and their knowledge in current state processes, systems, procedures, etc.
  - Source for system design and operational requirements
  - May have knowledge of related information systems

Project Governance – Meetings

- Steering Committee Meetings
  - Attendees
    - Steering Committee Members
    - Leadership Team (Project Manager chairs)
  - Frequency: Bi-Weekly – Wednesdays, 10:15 – 11:15
- Key Stakeholders Meetings
  - Attendees
    - Key Stakeholders and their selected representatives
    - Leadership Team (Project Manager chairs)
  - Frequency: Monthly (separate meetings may be scheduled with each Key Stakeholder Group)
- Leadership Team Meetings
  - Attendees
    - Leadership Team (Project Director chairs)
  - Frequency: Weekly - Thursdays (except when SCC meets)

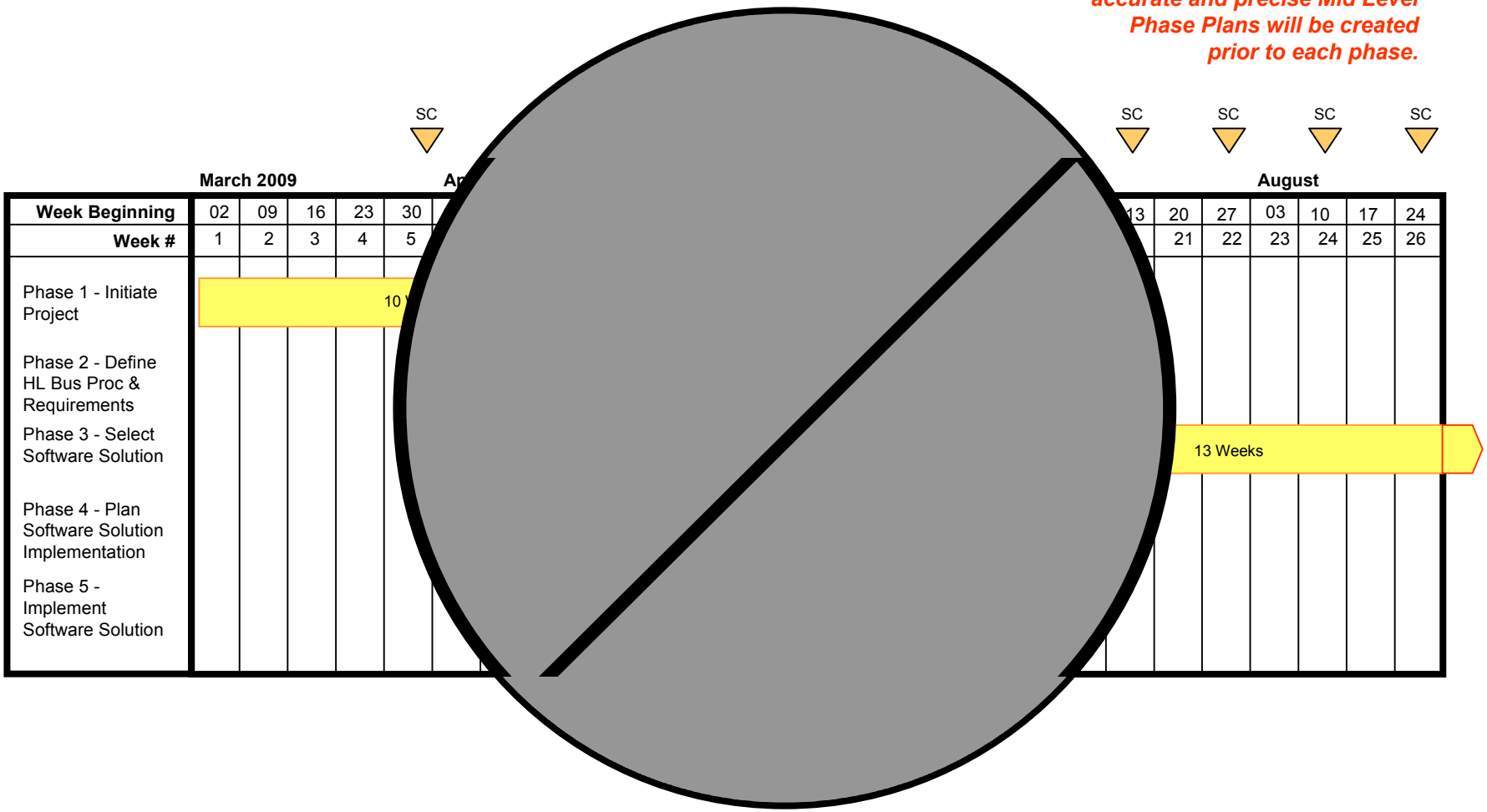
Project Governance – Meetings (continued)

- Project Team Meetings
  - Attendees
    - Project Manager (chairs)
    - Business Team Lead
    - System Integration Team Lead
    - Technical Infrastructure Team Lead
    - Other Project Team Members as needed
  - Frequency: TBD
- All Hands Meetings (Project Kickoff, Phase End Review, etc.)
  - Attendees
    - Leadership Team
    - Stakeholders
    - Business Team
    - System Integration Team
    - Technical Infrastructure Team
    - Subject Matter Experts
    - Others as needed
  - Frequency: As Needed

Timeline

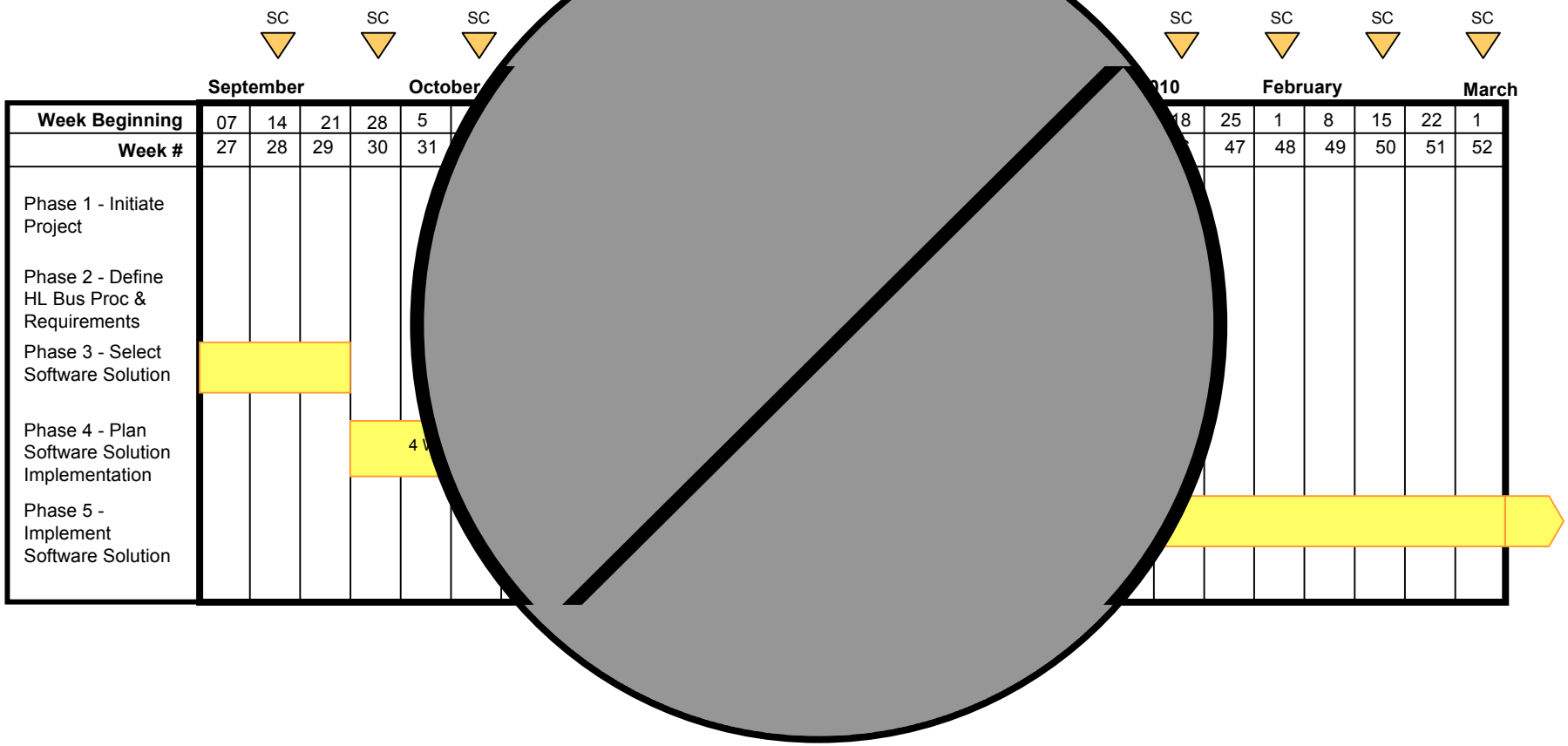
High Level Plan

To be determined after agreement on Project Charter and staffing levels. More accurate and precise Mid Level Phase Plans will be created prior to each phase.



High Level Plan (continued)

To be determined after agreement on Project Charter and staffing levels. More accurate and precise Mid Level Phase Plans will be created prior to each phase.



Critical Success Factors, Risks and Assumptions

Critical Success Factors

- Establish vision and goals.
- Ensure project governance is clearly defined and adhered to.
- Monitor commitment from project governance team.
- Collaborate adequately with business team and technical team early on and often.
- Manage and prioritize scope for timely, practical and realistic implementation.
- Recognize and quantify opportunities.
- Require the use of facts and data to support key decisions.
- Obtain endorsement and support from key stakeholders at all levels of the project.

Risks

- Competing demands on Steering Committee and Project Team members' time may delay or derail project.
- RTCs not yet established; this key system users group's input, feedback and acceptance of system requirements and functionality is needed.
- Some stakeholders may have conflict of interest due to their interest in being the Software Solution Provider or because of their relationship with a Software Solution Provider.
- Regulatory changes or changes related to ARRA may alter or impact the scope
- Implementation schedule of new MMIS system could conflict with our system integration needs and delay the implementation of this project
- Prioritization and execution of change requests for New Heights could delay/impact systems integration needs which will in turn delay the implementation of this project.
- Lack of dedicated resources may cause inefficiencies and schedule delays.

Assumptions

- eStudio will be used as the primary project management and collaboration tool.
- DHHS & DOT are the entities accountable to State and Federal governments and, as such, will be the responsible agencies for all decisions pertaining to this project.
- DHHS, DOT & the SCC will work collaboratively to ensure project remains within scope and meets the needs and expectations of the various stakeholders.

Appendices

Appendix A: Providers and Sponsors

- Belknap-Merrimack Community Action Program – Rural Transportation System
- Belknap-Merrimack Community Action Program – Concord Area Transit and Central New Hampshire Transit
- Community Alliance of Human Services, Inc. – Community Transportation Services
- Cooperative Alliance for Regional Transportation (CART)
- Cooperative Alliance for Seacoast Transportation (COAST)
- Easter Seals New Hampshire Special Transit Service
- Grafton County Senior Citizens Council
- Keene, NH – VNA at HCS Friendly Bus
- Manchester Transit Authority
- City Of Nashua
- Tri County Community Action Program – North Country Transportation
- DHHS – Bureau of Behavioral Health (BBH)
- DHHS – Division for Children, Youth and Families (DCYF) and Division for Juvenile Justice (DJJS)
- DHHS – Bureau of Elderly and Adult Services (BEAS)
- DHHS – Division of Family Assistance (DFA)
- DHHS – Medicaid Administration (OMBP)
- DHHS – Medicaid Client Services (OMBP)